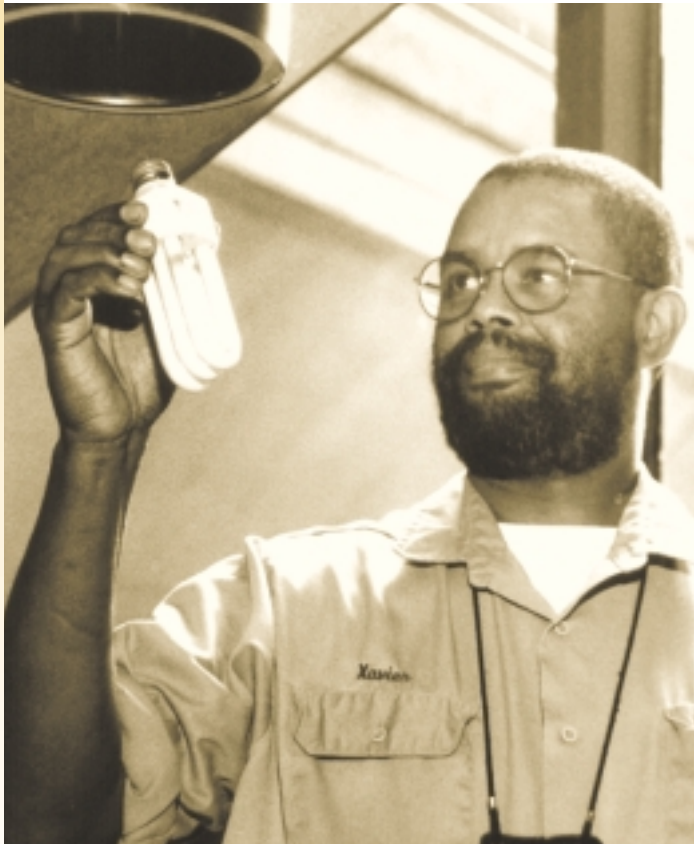


PLAN THE EFFORT

Understand Your Setting

Before you can design a program that will raise energy awareness at your facility, you need to understand your constraints and opportunities. This is critical to establish realistic and workable goals and objectives for your particular situation. Your team first must fully understand policies and practices that may affect energy behaviors. For example, local policy may require night time lighting for security purposes, and some equipment may need to run continuously. Here are a few areas to consider:

- Characterize your facility's staff, e.g., the size of the staff and the type of work activities they perform.
- Conduct a survey of the type of equipment used, e.g., typical office equipment, energy-intensive laboratory or industrial equipment, outdoor energy needs, and off-road vehicles.
- Determine hours of operation for equipment, e.g., regular daytime hours, 8-10 hour shifts, 24 hours a day.
- Review energy and water utility bills and transportation fuel consumption by type, e.g., electric, natural gas, gasoline, alternative fuels.



Establish Goals and Objectives

Goals are the ultimate desired outcomes. In a behavior-based program, a typical goal is to motivate people to actually modify their habits so that energy use is reduced by a certain amount over a specified time period. The target reduction may be based on various factors, including Executive Orders, Federal energy management goals, or agency-specific goals. Objectives might include matching behavior-based reductions achieved in other areas of the department or facility.

Set program goals while keeping in mind available resources and time to carry out the program. Getting people to change their behaviors is challenging, usually requiring time to make the changed behavior habitual. It would be unrealistic, for example, to expect residents to use 20% less energy over a three-month time period based solely on changes in personal behaviors.

Choose your goals carefully and make sure they are measurable. For example, you may not be able to measure natural gas usage in a way that will allow you to set a target of reduced gas usage. However, if every building has separate electricity meters, reductions in electricity use may be able to be directly attributed to your awareness program. Other factors that may affect energy use, including weather, equipment upgrades, occupancy, and turnover, will need to be accounted for when determining whether or not the target goals were achieved.

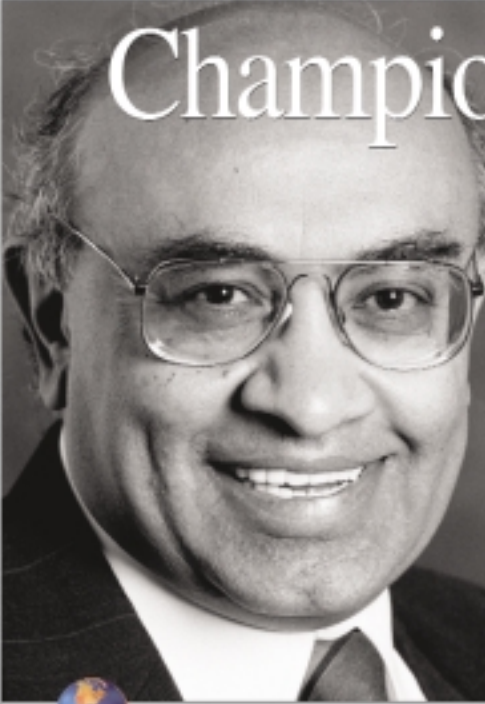
Assess Your Resources

To initiate, restart, or continue efforts to instill energy-efficient behavior at your facility, you will need to objectively assess the resources that are currently available in order to design a program that will make the most of them. Perhaps the most important are staff members who are already interested in and practicing energy efficiency. With enthusiastic individuals on board, you can craft approaches that will be effective for your situation, recognizing that infrastructural, organizational, and cultural differences usually call for different strategies.


Champions

You, as Energy Coordinator, will lead the effort, but the enthusiasm and endorsement of your organization's top management are also important. In order to get management approval for your program, it may be necessary to outline mission-critical activities related to



Champion



Twenty-First Century Citizenship is being championed by mechanical engineers like Harry Gotsis of the U.S. Army Corps of Engineers who, by overseeing the development of USPC contract guidance, incorporating new requirements into training programs, managing Army-wide audit contracts, and managing the Army's energy reporting system, is helping save millions of dollars each year.



YOU HAVE the POWER™

United States Department of the Army
Federal Energy Management Program

Energy Management is a critical part of the Department of the Army's mission. The Federal Energy Management Program (FEMP) is a key component of the Department's energy management efforts. The FEMP is a key component of the Department's energy management efforts. The FEMP is a key component of the Department's energy management efforts.

Pathfinders



Twenty-First Century Citizenship is being championed by system analysts, accounting analysts, and computer specialists like Penny Polizzi, Anna Poff, and Cheryl Arnold of the Coast Guard Finance Center who, by designing and implementing energy tracking and payment software applications, are helping the Coast Guard save hundreds of thousands of dollars each year.



YOU HAVE the POWER™




United States Department of Transportation
Federal Energy Management Program

Energy Management is a critical part of the Department of Transportation's mission. The Federal Energy Management Program (FEMP) is a key component of the Department's energy management efforts. The FEMP is a key component of the Department's energy management efforts. The FEMP is a key component of the Department's energy management efforts.

Leader



Twenty-First Century Citizenship is being championed by facility managers like Lucinda Harris of the Indian Health Service who, by implementing a sound preventive maintenance program at the San Xavier Indian Health Center Campus in Tucson, Arizona, is helping IHS save \$44,000 in annual energy and maintenance costs.



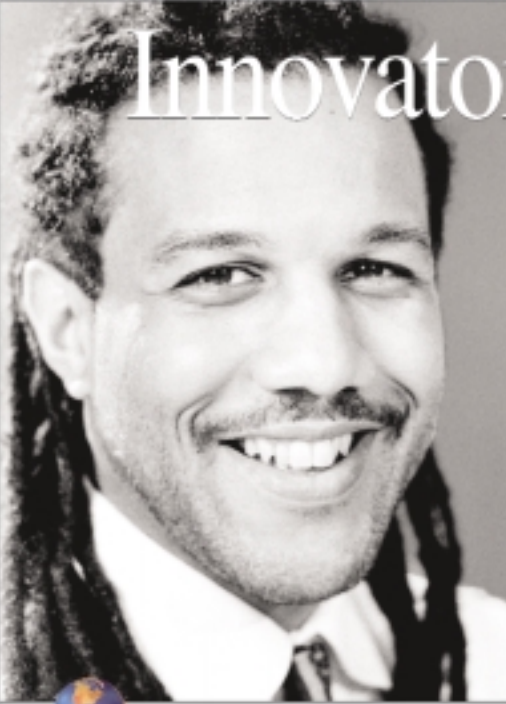
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U.S. Department of Health and Human Services
Federal Energy Management Program

Energy Management is a critical part of the Department of Health and Human Services' mission. The Federal Energy Management Program (FEMP) is a key component of the Department's energy management efforts. The FEMP is a key component of the Department's energy management efforts. The FEMP is a key component of the Department's energy management efforts.



Innovator



Twenty-First Century Citizenship is being championed by energy engineers like Richard Cox who, by managing utility partnership programs, is helping the Bronx VA Medical Center save more than \$1 million dollars over the next 7 years.



YOU HAVE the POWER™

United States Department of Veterans Affairs
Federal Energy Management Program

Energy Management is a critical part of the Department of Veterans Affairs' mission. The Federal Energy Management Program (FEMP) is a key component of the Department's energy management efforts. The FEMP is a key component of the Department's energy management efforts. The FEMP is a key component of the Department's energy management efforts.

energy efficiency and awareness. You must be prepared to make a convincing argument. Often, what makes the most sense is dollars and cents.

Once leadership is on board, they will be able to clear the way to use official communication channels and lend their authority to the messages of the program. Studies show that an “energy champion” who personally endorses your messages is crucial to success. This champion could be your highest ranking official or another well-respected person, such as yourself.

Your Team

The team members you recruit need enthusiasm more than anything else. Their ability to communicate and work well with others, including high ranking officials, will be the key to success. Your team should also include people with specialized skills, such as experience conducting focus groups, marketing, writing and editing, graphic design, producing

informational materials, and evaluating programs. You may decide to engage the services of outside consultants and contractors, but a core group of on-site people is essential to an effective site-specific campaign. This group can help design the program, convene focus groups, communicate with others about program activities, and serve as points of contact and behavior models.

At least one team member needs to monitor the facility’s existing channels of communication, including newspapers or newsletters, radio, closed-circuit TV, Web sites, as well as any specialized methods for communicating, such as all-hands and staff meetings.

Another important resource is production capability. Depending on your program’s specific activities, facilities and capabilities must be available (either in-house or through a contractor) for producing all types of printed materials, displays, and videotapes. You may find that your public affairs or training offices have resources to assist you.



Finances/Budget

It is likely that you will need some funding, although many individuals will volunteer their time and you may be able to use materials donated from other organizations. The amount will depend on the products and activities you decide to pursue. Both in-kind support and funding demonstrate your organization's commitment to energy-efficiency and top management's endorsement of your efforts. A preliminary budget describing each expense and its purpose should be approved by all funding sources in advance. Examples of specific budget items are included under "Designing and Implementing the Program" on page 15.

To increase your program's effectiveness, you may wish to offer incentives. For example, an organization may be permitted to reallocate some portion of saved energy costs to office improvements or a community event. To implement incentives, you must have top management approval and ensure that funds may be transferred from one use to another.

Links

Often the Federal government is a major employer and thus an influential member of the community. If your organization has existing links with industry, educational, environmental, or similar groups, the energy awareness program may strengthen these links. Studies have shown such links to be influential in promoting change inside and outside a facility as energy efficiency becomes a value held publicly. However, you must have points of contact and approvals in place, especially for coordination with outside groups.

Evaluation

It is also important to demonstrate up front what you can accomplish through energy efficient behavior. Thus, you will need an evaluation mechanism. Although general published data may be used as examples (e.g., to calculate the savings when a person decides to carpool instead of driving separately), actual energy use data specific to your facility will be the most convincing. Savings measured in therms or MBtus and dollar savings carry powerful messages.